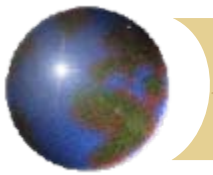


# *Putting Community into Economic Development*

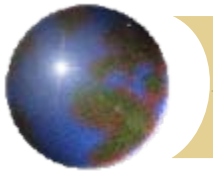




*Why, do we do, what we do?*

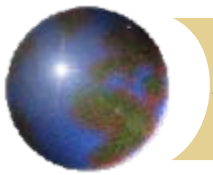
*Is there a common element we all  
share in taking on the community  
economic development  
challenge?*

*What is it we value add?*



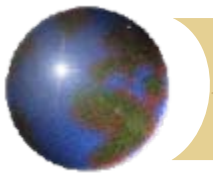
# *Highlights*

- Context for economic development
- Integrating community
- Vision- the essential ingredient
- Sustainable people



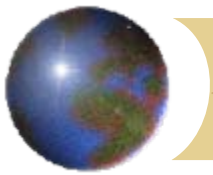
# *First Sector Economic Development*

- Business retention
- Business expansion
- Business attraction



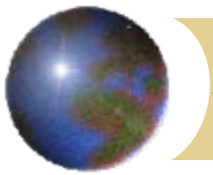
# *Relationships Relationships Relationships*

- What would your community members say about your project or services?
- More importantly what would they say about you?
- What values do you share?



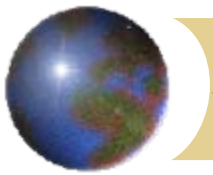
# *Relationships Relationships Relationships*

- Are you doing the hard work? listening, learning, discovering interests?
- Are you a contributor or consumer?

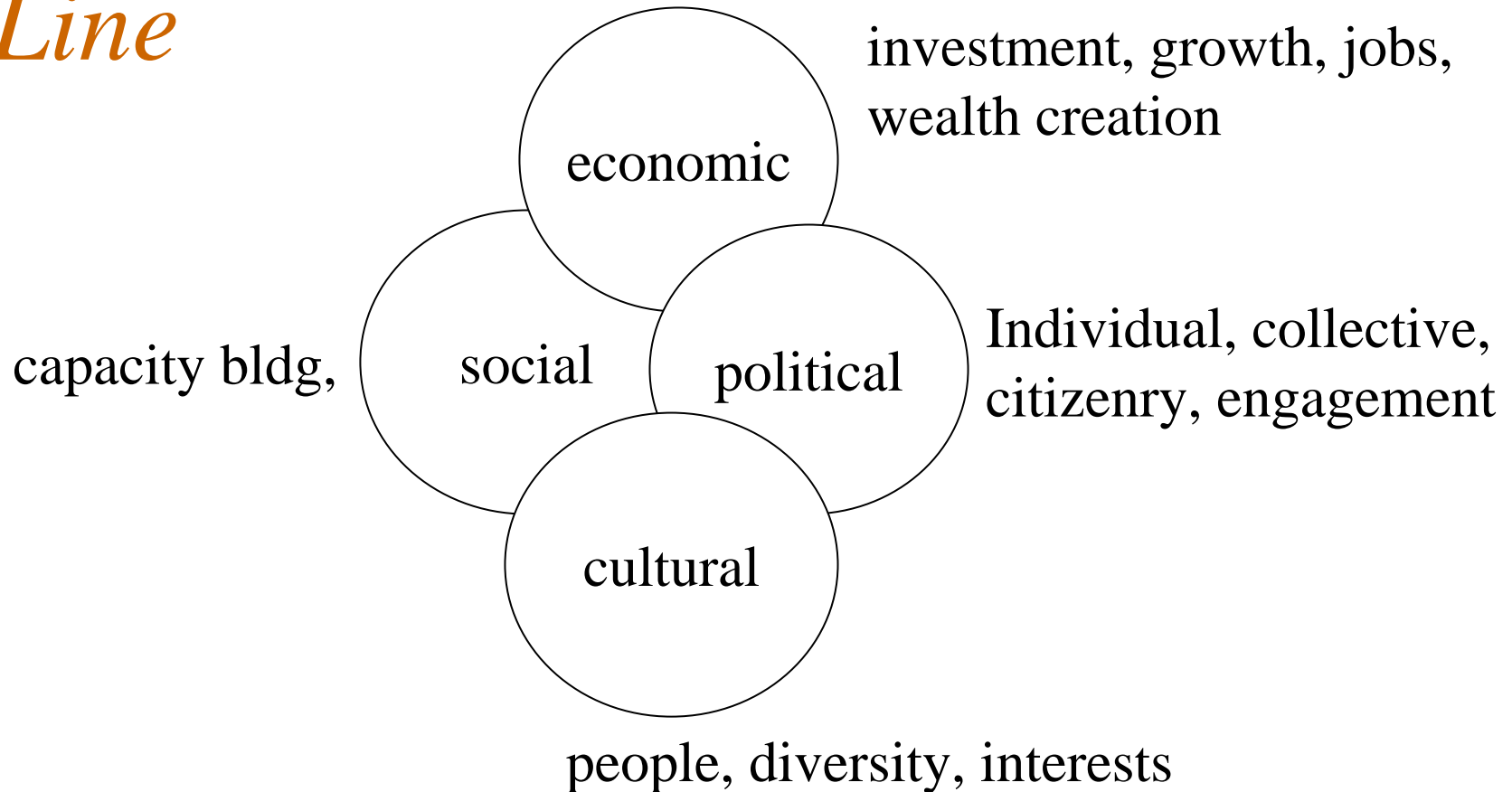


# *The Community Economic Development Challenge*

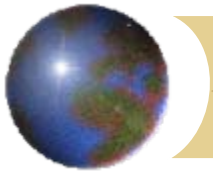
- Strategic Alignment- Ask yourself?
  - ✓ Is there a community vision? if so how do your economic development strategies support the vision? Who supports the vision and at what level?
  - ✓ How strong is the leadership/-listen for the cues?
  - ✓ Can the project/service pass the ownership test? Who cares?



# *Community Economic Development Multiple Bottom Line*







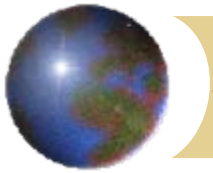
## *Where do we start?*

- Business case for investment?
- Target market plans?
- Strategies for retention and expansion?
- Promotion?

Have you asked the question?

What does your community want to be like in  
twenty years?

Do you have an answer?



# Strategy Map

## Stakeholder

- ✓ community groups
- ✓ general public
- ✓ business/industry
- ✓ political bodies
- ✓ Professional associations

## Processes/value proposition

- ✓ organization
- ✓ sustainability
- ✓ delivery system
- ✓ accountability

## Vision

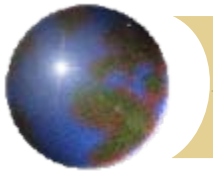
?

## Programs/ Services

- ✓ Business development
- ✓ Start ups incubators
- ✓ Training and education

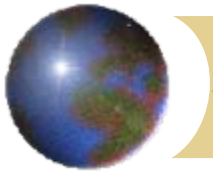
## Leadership/values/skills /people

- ✓ engagement
- ✓ learning /teaching
- ✓ operating principles



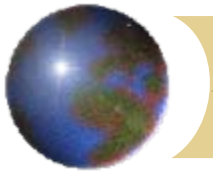
# *Vision*

- Why? Dissatisfied with present.
- Crisis or opportunity driven? Or both?
- Process-how rigorous?
- Who owns the vision?
- Who supports the vision?
- Is the vision worthy of you? Are you worthy of the vision?



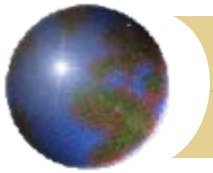
# *Essential Ingredients*

- Leadership
- Learning
- Communication



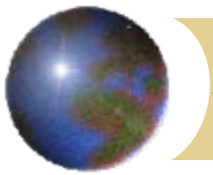
# *Governance Leadership*

- Mission and Vision Driven
- Policy--Decision- Action
- Monitor and evaluate progress
- Represent the ownership-benefits to whom and what the benefits generate
- Support and advocate to stakeholders
- Listen and share information



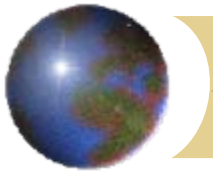
# *Administrative Leadership*

- Build leadership capacity
- Execute strategy and tactics
- Effective communication
- Demonstrate the business case
- Identify the champions
- Embrace the skeptics
- Remove the Cynics



# *Learning*

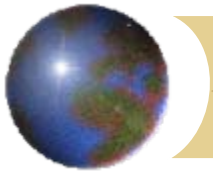
- For a community to learn to think about itself in new ways and integrate “new specialties into an integrated whole,” it must first find a way to build the capacity to learn about new ideas.” Smyre



## *Learning*

Community envisioning is most effective if the process can create within the community, a community of learners.”





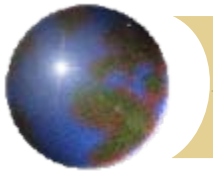
# *Communication*

Communication is the key. As people talk, the vision grows clearer and enthusiasm for the benefit builds. This leads to reinforcing additional communication and excitement, further spreading the vision.



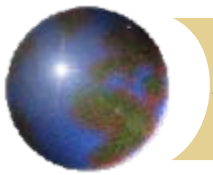
# *Community Economic Development A Mediating Structure*

- The community economic development challenge is to create an organizational vision that is reflective of the community vision or lead the community envisioning process as long as  
as



# *Strategic Approaches*

- Project Future-Minnesota
- Strathcona County
- New Dawn CED Corp
- Rural Development Institute

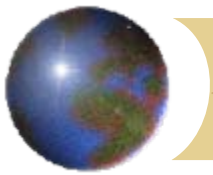


# *Building Community Support in Stages*

- Engage key community leadership in vision, concept and action plan.
- Timely focused communication to targeted, key strategic networks-business, industry, community interest sectors.



*The most important thing to become clear about when we engage with the future is not what we claim to know, (i.e. forecast) but what we intend; for action is a consequence of intention not of knowledge.” (Ziegler*



# Congruency Test

expected performance

what stakeholders want

you to do

Communication  
Issue



Strategic  
Issue

perceived performance

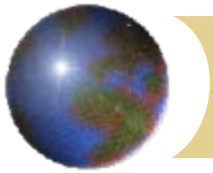
what stakeholders see  
you doing



actual performance

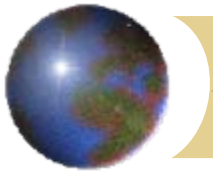
what you are doing  
results

Action Issue



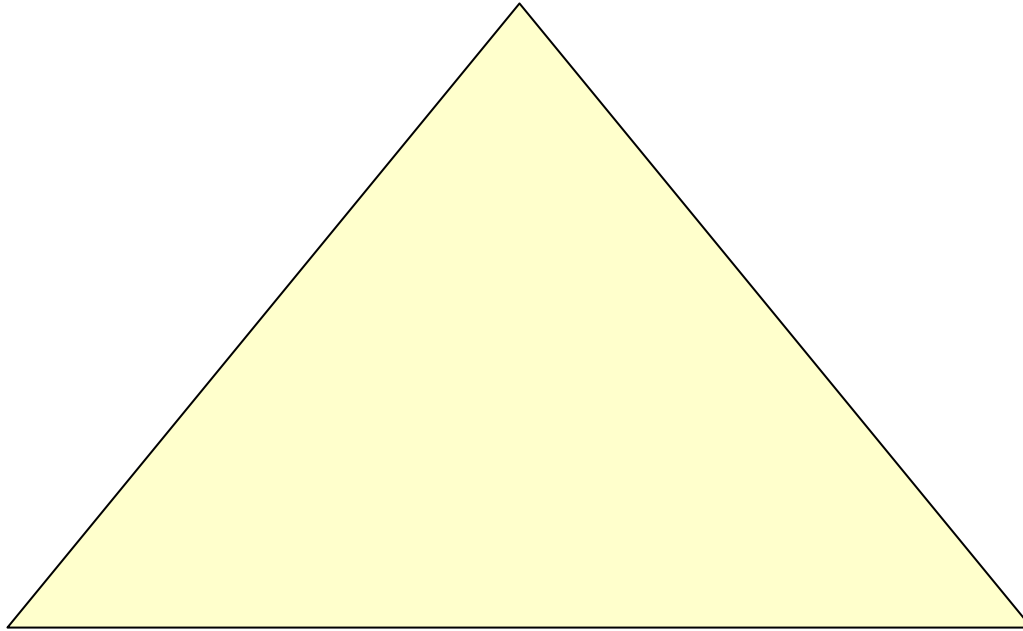
# *Organizational Mission*

- Defining purpose
- Guides Organization
- Inputs and process
- Congruent with values
- Slogan or substance



# Test the Mission

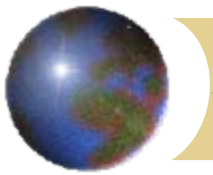
Why do you exist?  
What is your organizational purpose?



What are your  
products/services?

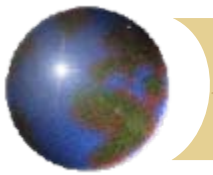
Who are your  
customers/  
clients?





## *People make the Difference*

- Leadership-seek, support and sustain
- The right mix-diversity and chemistry
  - ✓ Passion
  - ✓ Persistence
  - ✓ Supporters
  - ✓ Cheerleaders
  - ✓ Doers



# *The Shared Understanding Test*

## *Board and Staff*

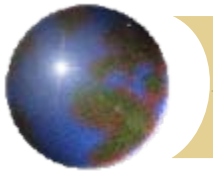
Peter Drucker/Tom Peters

In 15 words or less for each of the following:

What business are you in?

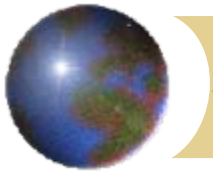
Can you describe your Project?

How would you brand it?



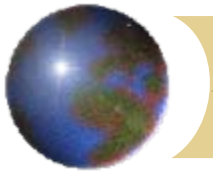
# *Strategic Alliances/Partnerships*

- Do we share a common interest/objective?
- Why work together?
- What does alliance mean?
- What does it involve?
- Where to start? MOU/Principles of Agreement/Letters of Intent



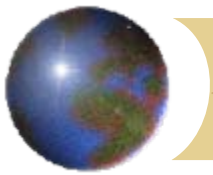
# *Alliances*

In decades to come organizations will either be part of an alliance or competing with one.



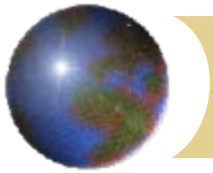
## *Temperature Check*

- Focus on the issues strategic objectives
- Check the alignment of issue sot strategic objectives
- Embrace the right people
- Ensure transparent process management
- Be prepared to realign
- Stay the course



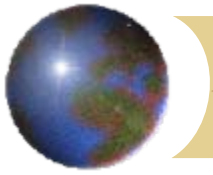
# *Sustainable People*

- Nurture the community interest
- Build the capacity to learn
- Manage issues-take the risk-communicate
- Lead by staying focused on the big picture
- Support the details-give the credit
- Strive for clarity
- Always look for the opportunity



# *Persistence*

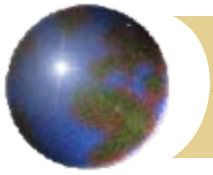
Extraordinary results flow from persistent visionaries committed to the challenge of harnessing all that is necessary to turn vision into reality.



*Are we truly up for the  
challenge?*







*What is it we really offer-value  
add?*

*Hope!*